Infrastructure
Canada

SCENARIO NOTE TO THE MINISTER

MEETING BETWEEN
MINISTER OF INFRASTRUCTURE AND COMMUNITIES AND
DAN DOCTOROFF

MEETING DETAILS

- **DATE/TIME**: Thursday, March 22, 2018, 12:15 to 12:45 p.m.
- **LOCATION**: Centre Block, Room 450-S
- **PARTICIPANTS**:
  - The Honourable Amarjeet Sohi, Minister of Infrastructure and Communities
  - Dan Doctoroff, CEO, Sidewalk Labs
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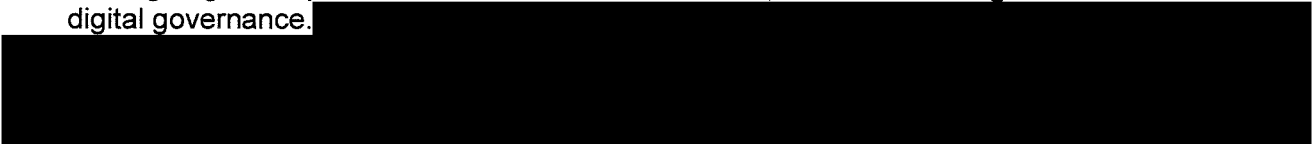 - Eric Poirier, Director, Smart Cities Challenge

ISSUE

- Dan Doctoroff will brief the Minister on Sidewalk Toronto, a joint venture by Waterfront Toronto and Sidewalk Labs.

HIGHLIGHTS/KEY CONSIDERATIONS

- Sidewalk Toronto is in its early stages, and this meeting is a good opportunity for the Department to learn about its plans to develop "Quayside" – a new technology-enabled neighbourhood – and how it will unfold, including the public consultation that is planned for 2018.

- This meeting is also a good opportunity to learn about Sidewalk Labs' broader vision as a company, which (in its words) "blends people-centered urban design with technology to achieve new standards of sustainability, affordability, mobility, and economic opportunity."

- Sidewalk Toronto is one of two major initiatives being undertaken by Waterfront Toronto. The other is the Port Lands flood protection project, for which contribution agreements representing the federal, provincial, and municipal governments' commitment of $1.25 billion is the process of being developed.

KEY BACKGROUND

- Sidewalk Labs was created by Google's parent company Alphabet to design, test, and build urban innovations. In a November 2017 announcement, which was attended by the Prime Minister, Waterfront Toronto selected Sidewalk Labs as its funding and innovation partner to develop Quayside – a new kind of mixed-use, complete community on Toronto's Eastern Waterfront. Sidewalk Labs created Sidewalk Toronto to undertake this work.

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- Sidewalk Toronto's objectives include: establishing a community that improves the quality of life for a diverse population of residents, workers, and visitors; creating a destination for people, companies, start-ups, and local organizations to advance solutions to the challenges facing cities, such as energy use, housing affordability, and transportation; making Toronto the global hub of urban innovation; and serving as a model for sustainable neighbourhoods throughout Toronto and cities around the world.

- Initial public reactions to Sidewalk Toronto are mixed. Concerns have been expressed around affordability, inclusion, privacy, data governance, and the privatization of urban planning. On the other hand, supporters point to the benefit of positioning Toronto at the leading edge of experimentation and urban innovation, as well as setting the standard for digital governance.

- Another component of the framework agreement is the establishment of an Urban Innovation Institute, which will bring together academia (University of Toronto and Ryerson University) as well as industry, government, and entrepreneurs to address the growth challenges facing cities. The Institute will focus on a broad range of research in areas such as artificial intelligence, policy, governance, finance, and other relevant disciplines.

POINTS TO REGISTER

- I understand that Sidewalk has committed to spending $50 million for preliminary work. Looking further out, what is the overall magnitude of the investment that Sidewalk and Alphabet are prepared to make in the Toronto waterfront?

- You may know that I have launched a Smart Cities Challenge for Canada, in which communities will come forward with bold ideas to leverage data and connected technology to improve the lives of their residents. When our process yields winners in early 2019, there may be opportunities for the cross-pollination of ideas.

- Engagement, diversity and inclusion, and openness and transparency are important to me and the work of the Department. I would be interested in understanding how you view these objectives in relation to Sidewalk Toronto.

Annex A – Dan Doctoroff's biography

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Mr. Dan Doctoroff
CEO, Sidewalk Labs

Dan Doctoroff is Chairman and CEO of Sidewalk Labs. Prior to joining Sidewalk Labs, Dan was President and Chief Executive Officer of Bloomberg L.P., the leading provider of news and information to the global financial community. During the seven years that he led the company, despite the 2008 financial crisis, Bloomberg's organic revenues nearly doubled.

Prior to joining Bloomberg L.P., Dan served as Deputy Mayor for Economic Development and Rebuilding for the City of New York. With Mayor Michael R. Bloomberg, Dan led the city's dramatic economic resurgence, spearheading the effort to reverse New York's fiscal crisis after 9/11 through a five-borough economic development strategy. This plan included the most ambitious land-use transformation in the city's modern history; the rebuilding of the World Trade Center site; the largest affordable housing program ever launched by an American city; and the formation of new Central Business Districts and Industrial Business Zones. Dan also oversaw the creation of PlaNYC, New York's path-breaking sustainability plan.

Before joining the Bloomberg administration, Dan was Managing Partner of the private equity investment firm Oak Hill Capital Partners. While at Oak Hill, Dan founded NYC2012, the organization that spearheaded efforts to bring the Olympic Games to the city.

Dan serves on the Boards of the University of Chicago, World Resources Institute, United States Olympic Committee, Bloomberg Philanthropies and Human Rights First. He is the founder of Target ALS, which raises funds for and has established a new model of collaboration to advance ALS research. He is a founder and chairman of Culture Shed, an innovative new cultural institution at the Hudson Yards in Manhattan.

Dan is a graduate of Harvard College and The Law School at the University of Chicago.

A native of Michigan, Dan has lived in New York for the past 32 years with his wife, Alisa. The Doctoroffs have three grown children.

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